

- 1) Headroom for promotion represents the difference between the number of positions at each grade level and the number of incumbents of such positions whose grade is of a lower level. Headroom is available ^{at least in general theory and practice} for promotion purposes on an accumulative basis.
- 2) Headroom can represent many varied conditions or factors including:
 - a) An inflated number of authorized positions in excess of personnel on duty or required to accomplish the work.
 - b) An inflated grade structure - either generally or at any range or bracket of grades - the higher the range of inflation the greater the range headroom of lower positions for which the headroom is available.
 - c) Headroom to varying degrees will represent the fact that some employees have not yet developed ~~to the~~ their performance to the full level of their position and are not yet

deserving of promotion consideration.

d) Readiness may represent the amount of advancement potential that the responsible official feels he ~~also~~ is justified in withholding ~~such~~ in the interests of assuring adequate & timely promotion opportunities. Such withholding presumably represents a measured judgement balancing known conditions of

- a) Anticipated attrition rates
- b) Age and time in grade characteristics of the career service and of external competitors career fields
- c) Anticipated requirements for lateral entry at various grade levels.